

## Chapter 5

# Industry Initiatives

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## INTRODUCTION

A major strength of the national 5 A Day for Better Health Program is its unique partnership with the vegetable and fruit industry and the public health community. This partnership produces a win/win situation. The vegetable and fruit industry must continue to be profitable to survive, and the partnership provides an opportunity to increase sales as well as promote a public good—the increased consumption of vegetables and fruit. For industry, the value of the association with the public health sector is that it lends credibility. The public health community is interested in increasing national vegetable and fruit consumption because data indicate that such a change should decrease risks of heart disease, cancer, and other chronic diseases. The value of the industry partner to the public health sector is realized in marketing dollars and skills that can effectively reach all Americans with the message to eat five or more servings of vegetables and fruit every day. In addition, the partnership provides an opportunity to modify the food environment to be more supportive of increased vegetable and fruit consumption.

This chapter describes the industry side of the partnership: its origins and structure and its fundraising and programmatic initiatives through

the years. To put this chapter into perspective, see Appendix B, titled “Industry Overview.” This appendix describes the economic forces that affect the industry and affect the manner in which it functions in this Program. Profit margins, food marketing orders, and industry trends are discussed to help the reader understand the dynamics of the private sector of the public/private partnership.

## INDUSTRY PARTNERSHIP STRUCTURE

The Produce for Better Health Foundation (PBH), incorporated in 1991, works directly with the National Cancer Institute (NCI) in this public/private partnership. PBH, a nonprofit entity, manages the private-sector side of the national 5 A Day Program and was organized solely for this purpose. The concept for the Foundation emerged from discussions among industry board members involved with California’s 5 a Day—For Better Health! Campaign and several industry associations, following a 1990 NCI meeting held to discuss the development of a national program (see Chapter 1). The formation of PBH resolved questions about how the numerous independent com-

panies and commodity boards would interact with NCI in a proposed national partnership.

With agreement from key industry members, such as Sun World, Dole, the California Table Grape Commission, and others, an independent nonprofit corporation was formed with the assistance of the Produce Marketing Association, and a memorandum of understanding and a licensing agreement were signed with NCI (see Chapter 2). The purpose of the Foundation was to sublicense all industry members that wished to participate in the program, coordinate and monitor their activities, raise funds to implement industry initiatives and public relations efforts, and collaborate with NCI to develop a strategic plan and national program agenda. Initially, the potential industry members consisted of supermarket retailers, growers, shippers, suppliers, merchandisers, and commodity boards. Later, producers of frozen, canned, and dried products became involved with the Foundation. Several corporations also have educated their employees through their cafeterias and worksite wellness programs.

The formation of PBH was a major milestone. Before the Foundation's inception, the industry had never worked collaboratively to increase vegetable and fruit consumption. The structure of the industry helps explain why this was so (see Appendix B). The industry is fragmented, with over 350 different vegetables and fruit competing for sales in supermarkets and for a place at consumers' tables at any given time. Before 1991, more emphasis had been placed by individual industry members on how to sell more of their respective commodities than on how to increase consumption of all products. PBH is the only organization that promotes the consumption of *all* vegetables and fruit for better health, uniting the vegetable and fruit industry in a common proactive effort. Due to the fact that individual companies are concerned about profits from the commodities that they sell, the Foundation has had to develop programs that provide a more immediate impact on sales and also change awareness and long-term consumer behavior.

Initial PBH members were primarily the produce industry, but over time membership has included the canned and frozen product industries and others (health care, life insurance, pharmaceutical) that share an interest in the health of

consumers and employees. The Foundation relies on voluntary donations from the vegetable and fruit industry and other interests to conduct its marketing and nutrition education programs.

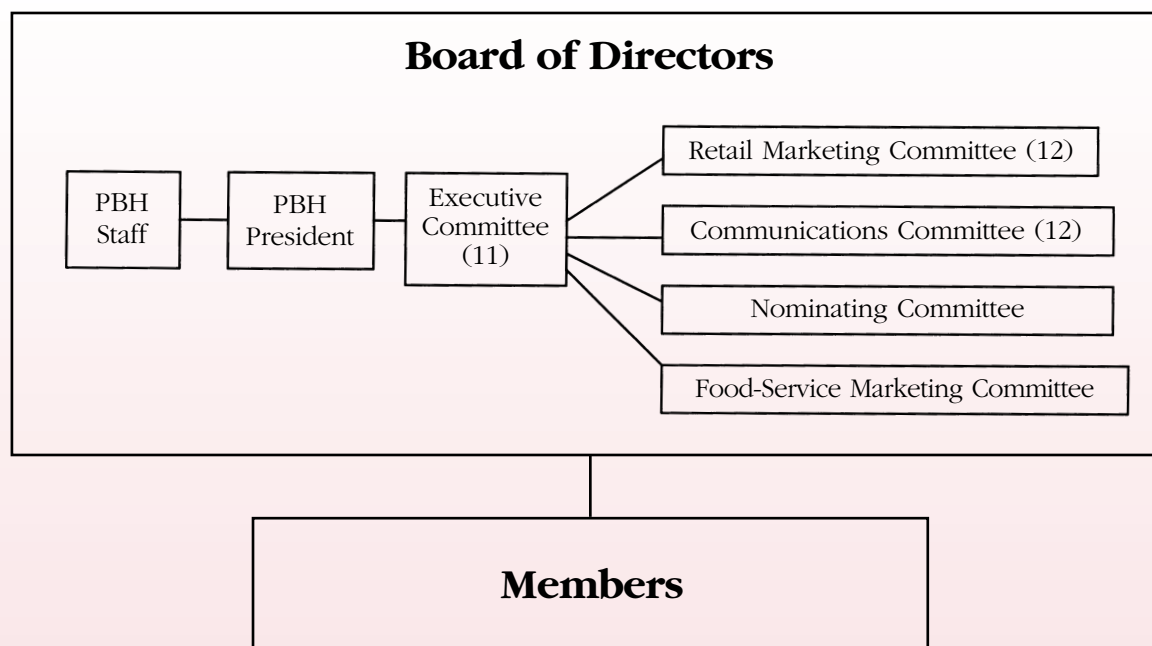
### Structure of the Produce for Better Health Foundation

A board of directors oversees PBH (see Figure 1). The board helps to set the policies, priorities, and direction of the Foundation, while the staff carries out these policies and programs. Initially, this board consisted of any organization that donated \$10,000 or more, as well as about 10 elected retailers and smaller industry firms. The executive committee consisted of those who gave \$20,000 or more. In 1994, a management committee of six grew out of this arrangement because the executive committee had become too large to function effectively. In 1995, the management committee became the 10-member executive committee, after the board voted to reduce the size of the previous executive committee.

Three other committees were formed to help establish Program priorities for the industry: retail marketing, food-service marketing, and communications. Committees offer the opportunity to discuss and set priorities for each program in more depth than would be possible with a large board. These committees kept growing as the board grew because each board member served on a working committee. In 1997, the committees were reduced to 12 members each (one committee had grown to 30 individuals), which created much better working committees. The chair of each committee also became part of the executive committee.

In 1997, there was discussion about reducing the size of the board. Because most of the board members were major donors and saw membership as a donor benefit, the size of the board was not reduced. Instead, the board of directors remains intact with more than 70 members (functioning much like a board of trustees), 11 executive committee members, and 12 members on each of the program committees. Board members either contribute a minimum of \$10,000 or are elected. Up to 20 board members can be elected, primarily food-service operators and retailers. The board meets annually, and each committee meets

Figure 1. PBH Board/Membership Structure



twice a year in person and at other times by telephone conference calls.

The PBH chairman, vice chairman, and staff president participate in a coordinating committee with three NCI members. This committee meets regularly to discuss Program progress and areas of collaboration between the Foundation and NCI and to resolve any conflicts.

## Licensing

One of the first and primary functions of the Foundation was to license the industry to use the 5 A Day Program logo. A license agreement is signed annually, and criteria for using the logo, promoting products, and developing recipes are provided in the Program guidelines, developed jointly by PBH and NCI (see Appendix A-3). Initially, industry was to receive the license without a fee because it would help spread the 5 A Day message. However, attorneys recommended a small fee be paid to make the signed license agreement more of a binding contract between the Foundation and industry members (see Appendix A-1 for a copy of the licensing agreement). Thus, an initial licensing fee was set at \$100 annually. By 1996, the annual fee was \$500.

Since 1997, PBH has been charging a fee commensurate with the use of the logo—greater use of the logo results in a higher fee.

In 1991, 84 members were licensed. This number grew to 488 in 1992. In 1999, 750 members were licensed.

Any misuse of the logo or Program materials as established in the guidelines can result in loss of the license. Few actions of this nature have been necessary, as the industry has done a good job of policing itself.

## Communications

Communications within the Foundation involve ongoing dialog with the board of directors; members, including the produce, supermarket, and food-service industries; and consumers.

Communication to the board of directors is generally through faxed or e-mailed updates every 6 weeks, in addition to the annual board meeting. Other face-to-face meetings are necessary to explain PBH programs and to garner support for these efforts.

The Foundation communicates with its members (i.e., licensees) in a variety of ways, from one-on-one meetings to meetings at trade shows;

regular mailings; and a site on the World Wide Web, [www.5aday.com](http://www.5aday.com), which debuted in July 1998. The Web site offers information, text, and graphics for consumers, journalists, cooks, educators, and produce industry members. Members receive access to the “Members Only” section, which provides additional information plus downloadable text and graphics. Several times a year, members receive materials announcing each of the Foundation’s retail promotions. In addition, members receive renewal notices containing a summary of PBH’s achievements and future plans.

The Foundation receives both financial and in-kind support from the Produce Marketing Association and the United Fresh Fruit and Vegetable Association. These organizations provide in-kind exhibit space and participation in educational workshops at conventions, thereby enabling prominent exposure for the 5 A Day Program and the Foundation.

The trade press has been a vital channel of communication since the beginning of the Program. Significant efforts have been made in the past few years to work more effectively with the trade press in order to reach the industry. In addition to regular coverage of Program activities, the produce industry trade press (particularly Vance Publishing) donates more than \$150,000 of free advertising space annually in its publications. This additional coverage, both editorial and advertising, has helped ensure that Foundation activities are known to the industry.

Today, PBH has a set advertising schedule and regular discussions with the produce trade press, which is the best avenue to reach the industry and potential donors. In addition, strong efforts have been made in the food-service and supermarket trade press arena to contact editors and to discuss ads that could be used by those publications.

### GROCERY RETAIL POINT OF PURCHASE

The use of industry marketing dollars to extend the 5 A Day message is a win/win proposition. There is no expense for NCI, the industry utilizes a credible message to market its products, and no additional costs are incurred by industry when enfolded 5 A Day into existing programs or

advertising—funds are simply redirected. The PBH Foundation has estimated that for every \$1 million it spends, it can leverage at least \$40 million from industry partner activities. Thus, most of the organization’s time is spent convincing the produce industry to promote 5 A Day as part of its regular activities, and communication is maintained through meetings, presentations, and telephone calls.

A major component of California’s 5 a Day—For Better Health! Campaign (the predecessor to the national 5 A Day Program) was the promotion of vegetables and fruit in supermarkets. Use of supermarkets’ marketing power is a powerful way to reach consumers, as these stores can penetrate most homes in a given community through ads and circulars. This emphasis on the use of supermarkets as an important channel for reaching the public continued in the national program. Four sets of materials had been developed in California for use in supermarkets, and these were revised and used in the national program. Over time, both PBH and NCI developed and reviewed each other’s additional materials to ensure consistency and adherence to the guidelines. This section discusses the materials developed by the Foundation and provides examples of promotions by various grocery retail members of PBH.

Beginning in 1991, the Foundation developed and produced promotional materials for retailers, including signs, point-of-sale cards, and brochures, three or four times each year. Use of these materials ensured that the 5 A Day message was being promoted according to Program guidelines, which was important for the fledgling program. Retailers purchased materials from these promotions for use in their stores (see Table 1 for a list of promotions).

The materials produced by PBH included black-and-white template advertising slicks and slicks of the logo. Retailers used the 5 A Day logo and message in their radio and newspaper advertisements, including store circulars, and in-store intercom announcements. Depending on the market, some of these full-page newspaper ads are worth close to \$40,000 each in advertising placement purchases.

Initially, about 5,000 stores purchased these core Program materials in a given year. As members became more familiar with the Program guidelines, larger retailers began to customize

**Table 1. Nationwide Foundation Promotions**

*Foundation promotions since 1991 have included the following:*

**1991**

- Eat More Fruits and Vegetables

**1992**

- Eat More Salads
- Easy Entertaining

**1993**

- Fast and Easy
- Eat More Salads II
- 5 A Day Week
- Healthy Gift Baskets

**1994**

- Canned/Frozen Promotion
- Fruits and Vegetables—The Fitness Fuel
- 5 A Day Week
- Make the Play—Eat 5 A Day

**1995**

- Snack Your Way to 5 A Day
- 5 A Day Week—Take the 5 A Day Challenge
- Microwaving—The Easy Way To 5 A Day

**1996**

- Breakfast: Feel the Get Up and Glow
- Take the 5 A Day Challenge—It's the Winning Way
- Destination Stop

**1997**

- The Original Fast Food
- Produce Playground
- Take the 5 A Day Challenge—5 A Day on the Go
- Make It Fast, Make It Healthy, Make It 5 A Day

**1998**

- Simply Delicious
- Naturally Irresistible
- Take the 5 A Day Challenge—Taste a World of Variety
- Go Ahead, Have Another

**1999**

- Take a Fresh Look at Nutrition
- Get Fit With 5 A Day
- 5 A Day Meal Solutions
- Take the 5 A Day Challenge
- 5 A Day for the Holidays

**2000**

- Fruits and Vegetables First

their own 5 A Day promotions to distinguish themselves from their competitors' efforts. By 1998, only about 1,000 stores were purchasing core materials because more retailers were developing their own customized materials. The Foundation and NCI encouraged interactive events in supermarkets to draw attention to the 5 A Day message. Many retailers conduct school supermarket tours and in-store taste tests and work in other ways in their local communities. A few case studies of retail activities are noted in the following sections.

National 5 A Day Week is conducted each September by PBH and NCI to emphasize the importance of eating five servings of vegetables and fruit each day. Through supermarket promotions, nutrition workshops, media events, and other activities, consumers learn about the 5 A Day Program. This annual event has become a regular promotion on many retailers' marketing calendars. Most retailers extend the celebration

throughout the entire month of September to reap the benefits of heightened consumer interest in the 5 A Day Program. Some examples follow of how individual retailers have customized the 5 A Day message for consumers at the local level.

### **Vons Company, Santa Fe Springs, California**

Vons' methods of spreading the 5 A Day message vary, from community involvement to in-store radio advertisements to 5 A Day inserts in direct mail ads. Three full-page color ads each year are devoted to 5 A Day: the early winter ad focuses on citrus and apples; the summer ad emphasizes salads and salad ingredients; and a third ad runs in conjunction with National 5 A Day Week. Rather than promoting the 5 A Day message for only 1 week, Vons extends activities into 5 A Day Month. In September 1995, Vons conducted 625 demonstrations over 4 weekends in 330 stores, during which the chain distributed 92,000 5 A Day

brochures. Also during September, messages publicizing 5 A Day aired on the in-store radio station. Once every 5 or 6 weeks, Vons devoted a section of the produce page to 5 A Day in its weekly, six-page direct mailing, discussing various aspects of produce and health.

### **SUPERVALU, Inc., Eden Prairie, Minnesota**

Each year during National 5 A Day Week, SUPERVALU, the Nation's largest wholesale food distributor (more than 5,000 stores) and the owner of the Cub grocery chain (350 stores) as well as several small regional chains (more than 100 stores), conducts a 5 A Day merchandising contest among its SUPERVALU stores. The contest challenges stores to create an innovative 5 A Day display along with in-store demonstrations and promotions. The contest has proven to be so successful that several of the seven divisions conduct special contests within their regions. Stores participating in the contest increased their sales as a result of the displays and activities. SUPERVALU stores also bring the 5 A Day message to the community through local events.

### **Price Chopper Supermarkets, Schenectady, New York**

Price Chopper spotlights a category each week, such as convenience items, fresh vegetables, or fresh fruit. The ad copy encourages customers to eat five servings of foods in a particular category. The 91-store chain has its own Eat Wise, Health Wise Program in which low-fat or reduced-fat items throughout the store are tagged. The company ties in 5 A Day with this program, encouraging customers to notice both the low-fat content of many produce items and the health value of eating five or more servings of vegetables and fruit each day.

### **Dominick's Finer Foods, Northlake, Illinois**

Since the start of the national program in 1991, more than 50,000 schoolchildren have toured Dominick's Finer Foods stores (of which there are 100); these tours grow in popularity every year. As soon as the children enter Dominick's produce section, they are handed a tote bag with at least one fruit selection such as an apple or orange, an activity book featuring the Nutrisaurus Dominickus

character, and brochures from various commodity groups. Students who tour during National 5 A Day Week see sale signs promoting the purchase of produce in multiples of five.

### **Stop & Shop Company, Gaineys, Massachusetts**

To address the ethnic diversity of its customers, Stop & Shop translated and printed 5 A Day recipe cards in Spanish, Chinese, and Vietnamese. This chain of 148 stores also frequently stocks new recipes to keep the 5 A Day message active. Stop & Shop has blanketed its stores with 5 A Day signs, and rolled plastic produce bags bear the 5 A Day logo. The nutritional value of each produce item sold in the department is also highlighted on a green and white 5- by 7-inch price sign with the 5 A Day logo. In addition to promoting 5 A Day with in-store and print advertising, Stop & Shop has its consumer relations staff speak at local events and distribute 5 A Day brochures.

### **Ukrop's, Richmond, Virginia**

Ukrop's (25 stores) 5 A Day for Better Health Kid's Program has been operating for 8 years, involving more than 45,500 children since its inception. The program is designed to help children lead healthy lives by eating five or more servings of vegetables and fruit daily. In 1998-1999, third-grade classes from the Richmond area were invited to participate in Ukrop's 5 A Day store tour. Conducted by Ukrop's nutritionists, store tours lasted approximately 1 hour and were held in different stores from October through April. There were 110 tours scheduled, involving approximately 2,700 students. Before the tour, Ukrop's distributed a packet of information to teachers, including lesson plans and promotional items. Participants received a bag filled with educational material and fun 5 A Day items after completion of the tour. As an alternative to the tour, Ukrop's offered an in-school 5 A Day nutrition lesson to third-grade students, a 45-minute session presented by visiting Ukrop's nutritionists.

As the national program has matured, PBH has developed new ways of assisting retailers to promote the 5 A Day message. For example, a supermarket's consumer affairs director might download the text of a consumer column from the Foundation's Web site and use that information in



the supermarket circular or newsletter. At the same time, a produce manager can benefit from a cross-promotion, a store tour, or a food-service training. Overall, efforts have varied from chain to chain and even from store to store. The structure of NCI's 5 A Day Program allowed for this customization so that messages could be better tailored to local levels.

## GROWER/SHIPPER EFFORTS

Supermarket efforts to reach consumers are critical, but grower/shipper efforts to complement these retail activities are also important. Growers use the 5 A Day logo on packaging for such products as Tanimura & Antle, Fresh Express, River Ranch, Readit Pac, and Dole packaged salads; Sun Maid raisins; Tropicana orange juice; Dole's juices and dried fruit; Mariani's dried fruit; Mann Packing's packaged vegetables; and Grimmway packaged carrots. Because most produce items do not have a package, it has been difficult to use the logo on produce items. However, some growers, such as Del Monte, have used 5 A Day stickers on some of their bananas in addition to their own brand sticker.

Commodity boards, trade associations, and cooperatives, representing growers of all sizes, have incorporated 5 A Day messages into ongoing efforts at no cost to NCI or PBH. A few examples are noted here.

### U.S. Apple Association

The U.S. Apple Association supports the 5 A Day Program in its consumer, media, health, and education outreach activities. In 1999, the association promoted 5 A Day and apples in its mailing to health professionals and newspaper health editors during the American Dietetic Association's National Nutrition Month observance. The association has two brochures for school teachers that use the 5 A Day theme: "Apples: Well on Your Way to '5 A Day' for Better Health" and "'Gimme 5' Kids' Tips." It also offers health professionals and consumers a recipe diskette with more than 100 recipes featuring apples and apple products, all approved by the 5 A Day Program, and promotes the 5 A Day message to the food and health media in its regular press mailings.

### Sunkist Growers

Sunkist Growers supports the 5 A Day Program through its educational brochures, booklets, posters, and other materials for children. As part of the National 5 A Day Week in 1998, Sunkist Growers launched a new program in cyberspace. Its Web site includes a 5 A Day section that features vegetable and fruit recipes and tips on ways to incorporate these foods into the daily diet. In 1996, Sunkist Growers promoted the 5 A Day Program through national television promotions, which began in mid-January and continued through mid-June. These advertisements reached 46 percent of U.S. households an average of 22 times during the advertising period. The 30-second spot, titled "Singular Sensation," combined the fresh orange Just One campaign with the 5 A Day Program. The spot ran on several cable channels to reach a wide variety of interest and age groups. Television networks broadcasting the spot included the USA Network, Discovery, Arts and Entertainment, the Weather Channel, Lifetime, CNN, and Nick at Nite.

### California Table Grape Commission

The California Table Grape Commission was one of the first supporting members and has provided leadership for the 5 A Day Program. It was the first commission to offer radio tags to retailers highlighting the 5 A Day message. The commission has published and distributed consumer brochures, recipes, public service announcements (PSAs), and Spanish-language materials and has also conducted special events highlighting the 5 A Day Program. For example, in San Jose, the commission sponsored a garnishing demonstration by author and chef Francis Lynch, who demonstrated creative ways for using grapes as garnishes and centerpieces. Workshops have offered industry members the opportunity to develop relationships with school food-service professionals to develop future promotional opportunities for products.

### Chilean Fresh Fruit Association

The Chilean Fresh Fruit Association supports the 5 A Day message through national media efforts, promotions, editorial meetings, brochures, and educational materials. In 1999, the association launched an aggressive campaign to

inform consumers about the importance of eating more fruit. A single television advertising spot was aired more than 1,500 times across 4 major markets. Each time the spot aired, the 5 A Day Program was mentioned. A single radio advertising spot was aired more than 1,400 times across 38 media markets, with a mention of the 5 A Day Program occurring about half the time. In addition, the association produced 7,500 in-store kits that use the 5 A Day logo in vineyard photos depicting Chilean life. Finally, the association has launched a research-based initiative aimed at informing consumers about the vital need to increase their fruit intake. The Chilean Fresh Fruit Association will disseminate the results to more than 200 major newspapers and television networks.

### California Tree Fruit Agreement

The California Tree Fruit Agreement (CTFA) has a significant annual budget for promoting increased consumption of fresh California peaches, plums, and nectarines. The 5 A Day message is incorporated into many of CTFA's promotional materials. CTFA's own consumer research revealed that a lack of information on how to ripen fresh peaches, plums, and nectarines is the leading barrier to their increased consumption. CTFA has launched a campaign to overcome this barrier by advertising on radio and television and in newspapers to educate people on how to ripen these three fruits in an ordinary paper bag. These bags are often imprinted with 5 A Day information. Other consumer education is conducted through mailing press releases and recipes to newspaper, television, and magazine food editors; children's educational programs; and food-service promotion efforts. A special recipe booklet, titled *Fresh, Fast and Fit*, was printed in 1995 to carry the 5 A Day message through PBH-approved tree fruit recipes. CTFA continues to publicize 5 A Day recipes in its own materials and regularly supplies this information to retailers for use in advertising, recipe flyers, and computer kiosks.

### Dole Food Company

The previous examples are only a sample of all grower/retail activities relative to the national program and are provided to illustrate how easily the

5 A Day message can be incorporated into discrete initiatives, without incurring the expense of additional marketing dollars. Unlike most of the previous examples, which showcased the inclusion of 5 A Day within regular communications and marketing efforts, the Dole Food Company spent funds developing new programs.

Dole had wanted to play a vital role in the national 5 A Day Program and made a strategic decision in 1991 to focus all of its nutrition education resources on children 5 to 10 years of age and their parents. Multiple factors influenced this decision, including these particulars:

- Childhood is when eating habits are developed.
- Children were not eating the recommended number of vegetable and fruit servings.
- The initial target audience for the national program was adults; therefore, a focus on children provided an opportunity to reach another important target audience.
- Children can dramatically influence food choices made by their families and are considered three powerful markets rolled into one—a primary market, an influence market, and a future market.
- Children like learning about issues, then sharing their new knowledge with their families and becoming advocates for change.
- Supermarket companies (both corporate- and store-level) were very interested in reaching children and partnering with schools.
- Children are newsworthy and could help generate media interest in 5 A Day.
- Eating more vegetables and fruit will improve children's health now and in the future.

To understand this target audience, Dole conducted extensive quantitative and qualitative research with children, parents, teachers, and schools across the country. Children provided valuable insight into how to reach them with the 5 A Day Program. They advised the following:

- Tell us clearly what you want us to know and do.
- Don't preach to us.
- Show us other children eating vegetables and fruit.
- Don't tell us vegetables and fruit are good for us.
- Get us involved.



- Make it fun and exciting.
- Make vegetables and fruit taste good.
- Put the message to music.

Using this information, Dole developed technology-based programs for elementary schools and interactive programs for supermarkets. The company's financial support, totaling more than \$14 million from 1991 through 1998, reflects the commitment of its chief executive officer, president, and nutrition director to the 5 A Day Program.

Dole developed the 5 A Day Supermarket Tours and Adopt-A-School programs to help retailers who want to promote the 5 A Day Program to elementary-school children. Launched in 1992, the 90-minute, in-store demonstration teaches students about 5 A Day; which vegetables and fruit are high in vitamin A, vitamin C, and fiber; how to read nutrition labels and charts; and how to explain the importance of 5 A Day to their families. It also provides an opportunity for children to taste a variety of vegetables and fruit.

Thousands of supermarkets nationwide conduct 5 A Day tours, reaching approximately 4.5 million elementary-school children each school year. To ensure educational value and effectiveness, Dole provides retailers with training, a comprehensive guide on how to implement 5 A Day Supermarket Tours, student take-home materials, and publicity strategies.

In 1993, Dole launched the "5 A Day Adventures" CD-ROM in collaboration with the Society for Nutrition Education. The annually revised CD-ROM, which is provided free to elementary schools in any quantity requested, is used in more than 35,000 schools nationwide and reaches millions of children. Using interactive multimedia, the CD contains six cross-curricular educational modules with 5 A Day activities for the entire school year. The CD features 42 animated vegetable and fruit characters who enthusiastically encourage children to eat 5 to 9 servings of vegetables and fruit a day. Ten original "5 A Day Top Tunes," lesson plans, a direct connection to Dole's 5 A Day page on its Web site, and an e-mail address for children to write to the vegetable and fruit characters make it easy for teachers to incorporate 5 A Day messages into their curriculum.

Dole has also developed "5 A Day Live," a musical performance kit; "5 A Day Virtual Classroom,"

hosted on the Internet twice a year; the *Fun With Fruits and Vegetables Kids Cookbook*; a "How'd You Do Your 5 Today?" chart with vegetable and fruit stickers; and the *5 A Day Adventures Newsletter* for teachers. Each year Dole sponsors the Creative 5 A Day Teacher of the Year award and the 5 A Day Student Ambassador awards.

Dole's 5 A Day program also has global implications. For several years, the U.S. versions of the "5 A Day Adventures" CD-ROM, 5 A Day Supermarket Tours, and kids cookbook have been used in Canada and New Zealand. These programs are now being revised for Europe, Asia, and Central America. A partnership between the German Cancer Society, the German Societies of Nutrition, and Dole has resulted in a German version of the "5 A Day Adventures" CD-ROM program for elementary schools. Several German supermarkets are conducting 5 A Day Supermarket Tours. By the end of 1999, both Japan and Costa Rica had created localized versions of the "5 A Day Adventures" CD-ROM as well as other 5 A Day children's educational materials.

## FOOD-SERVICE POINT OF PURCHASE

NCI and PBH spent about a year attempting to design and test an appropriate intervention for the food-service sector. First noncommercial and then commercial food-service operators were licensed to use the 5 A Day message and logo in their facilities, on their menus, and in their marketing. Several operators expanded on these activities by educating their customers and their employees about 5 A Day. Currently, 10 commercial operators are licensed. Examples of how the Subway, Inc., and Quincy's Food Restaurant chains incorporate the 5 A Day message follow.

### Subway, Inc.

Subway has integrated 5 A Day into its overall food-service marketing plan. In 1998, Subway's promotional material included a 30- by 24-inch poster, titled "5 A Day the Subway Way," endorsing the benefits of eating five or more daily servings of vegetables and fruit. Subway created a Salad in a Sandwich lunch that featured three of the five daily

requirements. This national chain also uses tray liners touting the 5 A Day theme and has developed nutritional guidelines to encourage children to exchange candy and other snacks for vegetable and fruit selections. Subway has incorporated the 5 A Day message into its corporate culture and has conducted a National 5 A Day Week outreach effort in its shops and in its corporate headquarters. Each store received National 5 A Day Week bag stuffers, and individual Subway franchises received a press release and sample radio advertising scripts. At Subway's corporate headquarters, cafeteria selections offered additional vegetables and fruit for its more than 550 employees.

### Quincy's Family Restaurant

Quincy's, based in Atlanta, Georgia, is a national family restaurant chain that joined the 5 A Day effort and expanded its 29-item food bar to 60 items by adding more vegetables and fruit. The chain has more than 200 franchises across the country and plans to adopt the 5 A Day message into their menus. Quincy's intends to educate its employees and customers about the benefits of eating vegetables and fruit by creating a salad bar that will meet the 5 A Day requirements.

## OTHER EDUCATIONAL EFFORTS

PBH publishes the *Foodservice Produce Guide*, which offers creative tips for proper vegetable and fruit handling, storage, preparation, and garnishing. This manual assists food-service professionals in providing consumers with the freshest, highest quality, best tasting, and most healthful vegetables and fruit. This publication is used as the basis for seminars that feature food preparation demonstrations, garnishing tips, and other activities to provide food-service personnel with creative ideas on how to select, prepare, store, and display vegetables and fruit.

Over the past several years, PBH has worked with several corporations, both to incorporate the 5 A Day message into worksite wellness programs and to obtain funding from these corporations. Wellness activities might include contests, messages on paystubs, lunchtime health seminars, articles in company publications, and efforts to make vegetables and fruit more available in

worksite cafeterias. A National Excellence Award series (10 corporate awards and 5 individual awards) for outstanding worksite programs also has been established to provide the incentive of recognition for efforts along these lines.

At the initiation of the national program, PBH contracted with a printer/distributor to provide 5 A Day materials to licensees. In the past several years, the Foundation has produced its own materials, which are available through a product catalog. The catalog contains posters and brochures developed throughout the 5 A Day Program, including State-developed materials, as well as promotional items (T-shirts, mugs, balloons, coloring books, etc.). Virtually no products are given away—all items are purchased by organizations that then disseminate the message, helping to further 5 A Day awareness and dietary behavior change. Future efforts will increase the number of educational materials available through this catalog.

## MASS MEDIA AND COMMUNICATIONS

The vegetable and fruit industry uses the media extensively in communicating to the public about its products. Therefore, use of the mass media has been an important part of the 5 A Day Program since its beginning. The PBH Foundation and NCI have collaborated in various configurations through the years. NCI has continually had the assistance of a public relations firm, and PBH also used such a firm for several years. This section highlights some of the media efforts by the Foundation. Chapter 6 addresses the mass media in more detail and provides examples of NCI's efforts performed in collaboration with PBH.

The National Partnership Program is an effort to intensify 5 A Day efforts in top media markets in the country. Since early 1997, the Foundation has worked closely with retailers, schools, and corporations in several of those markets. PBH leverages industry resources to distill the 5 A Day message among Americans. The Foundation has been able to raise awareness about the need to eat five servings of vegetables and fruit a day from 8 percent in 1991 to 39 percent as of 1998, while utilizing an average annual budget of less than \$1.5 million.

The Foundation utilizes diverse methods and media to communicate its message and regularly meets with leading magazine editors to discuss trends and story ideas for future publications. Results from various media efforts are summarized in Table 2.

## National 5 A Day Week

National 5 A Day Week, which is held each September, was created to help focus the attention of the licensees and the media on the 5 A Day message. Each year, the Foundation and NCI develop 5 A Day Week promotional materials and distribute them to more than 1,200 licensed 5 A Day members.

Over the years, PBH has conducted a variety of activities for 5 A Day Week. In 1993, for example, all 50 State governors were contacted to enlist their support in proclaiming 5 A Day Week. All 50 governors issued proclamations in support of 5 A

Day, most declaring 5 A Day Week in their States and many setting 5 A Day as a goal for their States. All members of Congress were given a 5 A Day vegetable and fruit basket. Each House and Senate dining room and cafeteria marked 5 A Day Week with special menu items, brochures, banners, posters, and produce tastings. In addition, many food-service staff wore 5 A Day aprons, hats, and buttons. Tipper Gore, wife of former Vice President Al Gore, received a 5 A Day basket, as did Willard Scott, weather reporter on NBC's "Today" show. Local weather reporters in 25 media markets received their own baskets. The same year, the Foundation also sponsored an hour-long radio documentary on diet, health, and the 5 A Day message on National Public Radio.

## Events

National 5 A Day Week is the most prominent media event for the program, but many other

**Table 2. Sample of National Media Efforts**

<i>Project</i>	<i>Number of Consumers Reached</i>	<i>Dates</i>
Produce Man Television PSAs	Media Impressions: 363,702,000 471,918,000 577,224,000 264,052,000 Total in-kind value = \$10,420,996	December 1995–December 1996 August 1996–February 1997 March 1997–July 1998 August 1998–February 1999
Web site	Average hits/month = 363,435 Average accesses/month = 51,267	August 1998–May 2000
Monthly consumer columns	Total media impressions for consumer columns = 898,738,800 (or an average of 17,761,000 impressions per column)	July 1997–June 2000
Vegetables and fruit First press conference	<i>Radio:</i> 4,119 station hits reaching 7.9 million people and worth \$385,000 in in-kind value <i>Television:</i> CBS, NBC, ABC, and Fox, network viewers	February 1999
Visits with editors	Readers of the following magazines: <i>Good Housekeeping</i> , <i>Bon Appetit</i> , <i>Country Living</i> , <i>Redbook</i> , <i>Parents</i> , <i>Glamour</i> , <i>True Story</i> , <i>American Health for Women</i> , <i>Woman's Day</i> , <i>Self</i> , <i>Ladies' Home Journal</i> , <i>Seventeen</i> , <i>American Health</i> , <i>McCall's</i> , <i>First for Women</i> , <i>Better Homes &amp; Gardens</i> , <i>Weight Watchers</i> , and <i>Cooking Light</i> . In addition, ABC television and several newspaper food writers were visited.	Annual visits since 1997

events have taken place, such as the creation of the World's Largest Cornucopia in Chicago's Daley Plaza in 1992. For this event, all 5 A Day retailers in the area provided 25,000 pounds of vegetables and fruit, which were later donated to the Greater Chicago Food Depository. More than 2,000 5 A Day brochures were distributed, and 5 newspaper articles with photos and 1 television segment covered the event. The cornucopia was listed in the 1994 edition of the *Guinness Book of World Records*. In 1993, the World's Largest Fruit and Vegetable Gift Basket in Minneapolis, Minnesota, also earned a listing in the Guinness Book, in addition to receiving substantial media attention.

### National Football League Training Table

In 1993, PBH created a partnership with the National Football League (NFL) trainers and conditioning coaches. Many NFL fans fall into high-risk groups—males, Hispanics, young adults, and low-income households—that tend to eat fewer vegetables and fruit than the average American. These groups are difficult to reach through the most common vehicle for the 5 A Day message: the retail supermarket. The Foundation tried to demonstrate to this audience that professional football players, role models to many, are leaders in eating more vegetables and fruit. NFL Training Table promotional activities included a poll of trainers' and players' eating habits, a video news release about the 5 A Day for Better Health's Training Table Program, media packets distributed to 1,300 lifestyle and sports newspaper editors, a matte release (camera-ready print article that included a photograph) distributed to 10,000 daily and weekly newspapers, and 5 A Day posters and materials provided to trainers for use in cafeterias where the press and team players often eat together. Some teams, notably the Houston Oilers, became involved with local 5 A Day programs as an outgrowth of this activity, creating materials such as posters, television PSAs, and outreach efforts.

### Public Service Announcements

With the assistance of its public relations firm and NCI, PBH produced a television PSA featuring Produce Man. The Produce Man 30-second spot featured an animated character dressed in vegetables and fruit that encouraged people to eat five

or more servings a day. The spot was aimed at women 18 to 54 years of age—one of the main target audiences for 5 A Day. The Foundation expanded the use of the character to reach new audiences through food-service providers, retail outlets, schools, health fairs, and media events. Significant for a PSA, the Produce Man promotion exceeded the original investment in time value and persists in adding value as it continues to be played. Since the debut of the PSA in November 1995, Produce Man has received more than \$12 million in estimated time value (versus \$200,000 in production and distribution costs) on television stations nationwide.

Produce Man has been so well received that PBH now uses the character in many ways. For example, residents of Boston, Massachusetts, received the Produce Man message during National Nutrition Month in 1998 when the PSA was broadcast regularly on several television stations. This regional broadcast was made possible by the Nunes Company, which leveraged its corporate advertising relationship in the Boston area to help gain airplay for the PSA. As a result, Produce Man aired frequently on each of Boston's television stations. This is another example of a partnership in which a company, the media, and the Foundation work together to educate consumers.

### Current Directions in PBH Foundation Communications Efforts

The Foundation launched the 5 A Day message into cyberspace in July 1998 with a new Web site at [www.5aday.com](http://www.5aday.com). The Web site offers printable text, downloadable graphics, and interactive messages and is designed with several audiences in mind: consumers, produce industry members, 5 A Day licensees, teachers, journalists, and professionals. Visitors to the site learn about PBH's communications, retail, food-service, and education programs, as well as how to improve their diet and participate in 5 A Day efforts. Consumers can print the full-page "Take the 5 A Day Challenge" chart to track their vegetable and fruit intake. Anyone can e-mail questions or suggestions to the Foundation's staff members.

At the Web site, Produce Man gives fun tips on how to eat more vegetables and fruit. Visitors can print a complete list of these tips for future

reference. The “Members Only” portion of the Web site offers information about PBH’s board of directors and licensed participating retailers. Food editors and reporters can read the latest news about 5 A Day at the “Press” portion of the Web site. The Foundation’s “5 A Day National Consumer Column” and “Do Yourself a Flavor” series of consumer columns can be downloaded. Both series feature tips and recipes for specific vegetables and fruit.

As part of the public/private partnership, PBH and NCI work together to coordinate media outreach efforts. In 1998, the Foundation developed three seasonal mailings for daily and weekly newspapers to complement NCI’s winter and summer mailings. The first seasonal mailing, about fruit salads, generated more than 2 million consumer impressions in medium-sized daily newspapers from coast to coast. Media kits containing press releases, recipes, photos, and consumer columns reached more than 1,000 editors nationwide.

A Fruit and Vegetable First Symposium and press conference was held in early 1999 at the National Press Club in Washington, DC. The program featured distinguished professionals who discussed the findings supporting the link between greater consumption of vegetables and fruit and reduced risk of heart disease, stroke, diabetes, and cancer. Among the organizations represented were the American Heart Association, American Cancer Society, American Diabetes Association, AARP, and the American Institute for Cancer Research. Designed primarily to increase awareness, the symposium educated policymakers on elevating the importance of vegetables and fruit in the 2000 edition of the *Dietary Guidelines for Americans*, which was under review at that time.

In short, PBH disseminated information in various ways, to diverse audiences, and through multiple channels, with a total average annual Foundation budget of less than \$1.5 million.

## EFFORTS TO MEASURE EFFECTIVENESS

One of the responsibilities of NCI is overall Program evaluation. Therefore, in the beginning

of the Program, NCI worked with the PBH Foundation to collect data from supermarkets describing their initiatives, numbers of brochures distributed, and related activities. Efforts were made to obtain sales data (a nice marker for increased consumption) in specific stores following 5 A Day promotions. Unfortunately, these efforts were not very successful. Not only was some of the information proprietary, it also was difficult to track produce sales in the early 1990s, because not many produce items had bar codes. Birdseed, firewood, candy, nuts, salad bar items, and sometimes even floral items were coded as produce. Data collection is much easier today than it was then.

Finally, in an effort to garner more support from growers and retailers, PBH funded two efforts to measure the impact of supermarket and media efforts: a test of the 5 A Day Destination Stop (marked by a large 5 A Day marquee) in supermarkets and a test of the Produce Man television spot. This section describes these evaluation efforts.

### Destination Stop

The first effort to measure the Program’s impact was a controlled in-store merchandising study that tested a fully integrated 5 A Day Destination Stop, a 3- by 6-foot marquee in the produce department. Merchandising at the 5 A Day Destination Stop stores included the following:

- A 6-foot marquee promoting the 5 A Day Program and highlighting vegetables and fruit high in vitamins A or C;
- A variety of brochures, danglers, and point-of-sale cards with tips for vegetable and fruit consumption;
- Periodic produce sampling and giveaways;
- Buttons and aprons for produce department clerks; and
- Recipe cards.

Produce department sales during the 12-week test period were compared with those for an 8-week base period. They were then compared with a control panel of stores not using 5 A Day activities or materials. The test was conducted in 1996 in a total of 32 stores: 16 Marsh Supermarkets, Inc., of Indianapolis, Indiana, and 16 Winn-Dixie Stores, Inc., of Orlando, Florida. In each of the 2 chains,



4 stores served as controls, and the remaining 12 were test stores. Within each chain, control and test stores were matched.

The results were that 5 A Day Destination Stop stores experienced an 8.8-percent increase in produce department sales over control stores for the entire test period. During the last 4 weeks of the 12-week test period, produce department sales rose 13.8 percent over the base period, showing the benefit of keeping the Program in place for a longer time.

### **Produce Man Media Test**

A second controlled test measured the effect of advertising on produce sales. The Produce Man PSA was tested by airing it as a paid advertising spot in a controlled media market. The media test took place from September 1996 to January 1997, and the goal was to measure the effects of the Produce Man spot on produce sales. Three retail chains participated: Kroger, Winn-Dixie, and SUPERVALU. Weekly produce sales data were collected from 17 stores in the television viewing area where the Produce Man spot aired and from 13 control stores outside the television viewing area.

During the media test, the Foundation purchased advertising time to broadcast the 30-second spot at a set schedule during daytime and prime-time hours. The spot aired at a frequency of 100 target rating points per week during 3 separate flights of 4 or 5 weeks each. This meant that 82 percent of the target viewers (women 18 to 54 years of age) saw the spot approximately 5 times a month.

To assess consumer awareness of Produce Man, a baseline mall-intercept survey was conducted in September 1996 before the spot aired. In February 1997, following the final broadcast period, a posttest mall-intercept survey was conducted. For each survey, 200 women 18 to 54 years of age participated. Before the spot aired, consumer awareness was at 13 percent, which suggests either social desirability bias or that some consumers recalled seeing the Produce Man PSA when it was broadcast in 1995.

Results from the posttest survey showed that consumer awareness of Produce Man increased to 46 percent. According to the study, 87 percent of the respondents said they liked the spot very

much or somewhat. Respondents said they liked the Produce Man character, the spot's "fun and upbeat approach," and its "informative and direct style."

Produce sales figures were evaluated from the participating stores for six consecutive 4-week periods. To establish baseline sales figures, the first period occurred 4 weeks before the first Produce Man broadcast. The spot aired during three distinct broadcast periods: September 16 to October 20, November 11 to December 8, and January 1 to January 28. During the second broadcast period, test store produce sales increased by 1 percent over the control stores. By the time Produce Man began airing in its third installment, produce sales increased by 4 percent. By the end of the test, store produce sales had increased by 5 percent over the control stores. The gradual increase in produce sales over the test periods indicates that it takes time for consumers to view the spot repeatedly and process its message.

It usually takes a lot of money and repetition for a message to yield profits. The results achieved by the Produce Man spot in Louisville, Kentucky, were remarkable. The ad, which promotes produce generically, resulted in incremental sales of 5 percent over control stores. This translated into a return of more than 117 times the cost to place the ad on television. The projected impact of the Produce Man spot on Louisville produce sales for an entire year indicated that sales would increase by \$8.8 million over the estimated annual produce sales of \$176 million.

The Produce Man media test and 5 A Day in-store promotion test validated what many supermarket produce managers have experienced—that 5 A Day promotions can increase awareness of the program's message and boost produce sales.

Produce Man continues to be an integral part of the 5 A Day message, airing on more than 249 stations in 48 States. The costumed character Produce Man has appeared on CNN and several television stations around the country. The character also appears at grand openings across the country to emphasize the healthy and fun benefits of eating more vegetables and fruit and continues to be in popular demand, entertaining thousands of children and adults at selected schools and retail stores.

## FINANCIAL DEVELOPMENT

Funding is critical in any long-term education campaign. In the beginning, the vegetable and fruit industry had 10 strong industry leaders who stepped forward with a cumulative \$200,000 to start the PBH Foundation. These funds helped leverage enough money to raise a total of \$400,000 in 1991. Incremental growth occurred after that as PBH grew. There was not another concerted fundraising effort until 1994 (year 3). Even then, a great deal of time was spent on special events, fun runs, and phone-a-thons by customers—in this case, grocery retailers (buyers) strongly encouraged that the growers (sellers) donate to the Foundation. Others participated in the phone-a-thons, but the retailers were by far the most effective, because the suppliers did not want to jeopardize their business relationship with the retailers.

Not only were special events difficult and relatively ineffective at raising large sums of money, they also took an inordinate amount of staff time and left some growers feeling as if they had been forced into making a contribution. It was not until 1997 that PBH had fund development professionals in place to raise money for the Foundation. Funds increased that year by 36 percent, from \$1.3 million to \$1.7 million, with 12 percent coming from nonproduce companies. For a breakdown of PBH revenues and expenditures for the years 1991–1999, see Table 2 in Chapter 2.

Balancing the short-term desires of an industry with a long-term behavior change program is difficult. PBH has had to learn how to develop programs that have both short-term and long-term impact.

Most of the Foundation funds have come from the produce industry—nearly 100 percent through 1996. In 1997, however, staff made a concerted effort to reach out to nonproduce companies to secure financial support. There are many other interested sources that benefit from keeping people healthy besides vegetable and fruit producers. Health and life insurance companies, corporations with a large employee population and large health care costs, and individuals interested in health issues are all potential donors. All these channels are being targeted for education about 5 A Day and for financial support. Caution is also required to choose appropriate partners and to make sure that the program retains its integrity.

## LESSONS LEARNED

An undertaking of the magnitude of this public/private partnership produces many lessons. Many good decisions were made; other decisions did not lead to expected outcomes. Below are some lessons learned that may be helpful to other programs.

One of the best program decisions was to license the use of the 5 A Day logo. Those who wish to use the logo must follow certain stipulations, sign a license agreement, and pay an annual licensing fee. This protects the integrity of the message, which adds to the credibility of the program. As the Program has grown in value, so has the annual licensing fee.

From the start of the Program, attempts were made to track industry activities for process evaluation purposes. The growers were good at this. The retailers, however, seldom took the time to complete activity report forms, were difficult to contact via phone, or were in a situation where tracking was difficult for them. It was also difficult to obtain sales information, which is usually proprietary. Initially, the industry was less interested in this information than was NCI. Finally, the Foundation funded several efforts to assess outcomes. Such efforts are more likely to be successful as a measure of effect than is attempting to collect data from retailers.

At the beginning of the Program, PBH hired a company to handle the distribution and sales of 5 A Day materials to supermarkets. This removed the 5 A Day Program staff from more direct contact with retailers and their needs. Beginning in 1998 (year 7), the Foundation began to handle its own distribution and sales and to reestablish its own contact with its members. Although having outside distribution and sales representatives may be necessary at first, it is important to retain personal contact with members.

PBH staff members have learned effective techniques for stretching dollars in communications. The most effective use of funds is to influence the influencers, that is, to work with magazine food editors, newspaper editors, supermarkets, physicians, chefs, dietetic associations, and human resources personnel.

Fundraising is a particularly difficult issue for the industry because profit margins for growers are

small relative to other consumer goods and services. In turn, growers expend their profits trying to sell more products over the following 6 months. Investment in anything 5, 10, or 20 years in advance is difficult if staying in business means making a profit during the current year. This same rationale holds true for supermarkets that need to provide positive annual returns to investors. A related trend is seen with health insurance companies that do not routinely invest in preventive approaches to health care because they will not see a positive effect on costs of care in the immediate future.

### SUMMARY

PBH sought to quantify the effectiveness of its programs by conducting market research, particularly the Produce Man media test and the 5 A Day in-store promotion test. These tests showed that 5 A Day promotions can increase produce sales and presumably consumption, which is harder to measure. The environment in which the national 5 A Day Program operates is changing. The produce industry is experiencing a consolidation trend, which presents opportunities and obstacles for the Foundation.

Another emerging trend is that a growing number of consumers are seeking healthier

meals, which enables PBH to capitalize on the 5 A Day message through communications efforts. The Foundation continues to develop programs to reach consumers with current health-related, research-based information. To this end, NCI's research has helped monitor 5 A Day awareness and produce consumption. Research by NCI and other institutions also provides the credible scientific link between increased vegetable and fruit consumption and better health.

To maintain financial stability and growth, PBH learned that it must apply the proper fundraising techniques. It also realized that the right programs must be established to attract participants and donors. Since the Foundation's inception, the organization has followed the advice of its board of directors to establish strong programs. As the programs became more effective, the financial membership became more diverse. Major donors perceive their participation in the 5 A Day Program as a true partnership. This fosters a long-term investment in PBH, which further strengthens the partnership. In collaboration with NCI, the Foundation has expanded to provide an integrated set of communications, retail, food-service, and education programs. Together, these programs give participants many of the tools they need to educate consumers about the 5 A Day Program.